

Upper Iowa University
External Degree Program

BA 474-05 ORGANIZATIONAL BEHAVIOR

COURSE DESCRIPTION:

This course encourages students to describe and analyze the way that people behave in organizations by applying theories of organizational behavior. The course consists of a balance among theory and application. Note: Same as PSY 474. Three semester credits.

COURSE GOALS:

To develop an understanding and appreciation by the student that interacting in any organization – be it a business, church or non-profit, involves a number of varied human interactions. We want to look at those human interactions and discuss how to improve your success while engaging in human organizational activities.

REQUIRED COURSE MATERIAL:

1. Moorhead, Gregory and Ricky W. Griffin. Organizational Behavior: Managing People and Organizations. Houghton Mifflin Company, Boston 2004.

2. Syllabus

You may purchase your textbook through MBS Direct by calling their toll free number at: 800-325-3252 or through the UIU homepage: www.uiu.edu. Click on the link called Resources for Center, External Degree and Online Program learners. Follow the link and select External Degree for your location.

COURSE OBJECTIVES:

After completing the course the student should have an understanding of;

1. Analyze how organization members respond to management.
2. Evaluate rational/systems, human relations, cultural and political frameworks for understanding behavior in organizations.
3. Integrate various theoretical models for explaining human behavior in the workplace into a broader paradigm attempting to understand the human experience of meaning.

MAJOR OBJECTIVES MET BY THIS COURSE:

General Education Outcomes

- *Communication*
 - *In your essay exams and in your group activities, you must read & write critically and concisely.*
 - *In your class participation and in your group presentation, you will be expected to conduct yourself in a professional manner. Speaking effectively is one of those professional life skills.*
- *Critical Thinking & Problem Solving*
 - *In your personal interview, and in your group activities you will need to define problems, examine the information presented and eventually, to evaluate from among alternatives, and discuss a solution*
- *Information Technology*
 - *You will need to demonstrate computer skills in both your written, oral and group presentations.*
 - *All communication involves some use of “technology,” in the sense, that you need to listen effectively, communicate clearly and present your ideas so that others can perceive your message the way you intend.*
- *Social Responsibility*
 - *Ethically, you will need to determine how your messages will impact your intended audience and the truthfulness of what you communicate.*

Psychology Major Goal

- *Demonstrate an awareness of individual variation in behavior and perception and acceptance of these differences in an unbiased manner – all in an organizational setting.*

Human Resource Goal

- *Evaluate human behavior in organizations. See the role of a human resource professional in helping organizations achieve success in using human capital.*

Management Goals

- *Analyze organizational behavior principles and the impact of diversity on organizations.*
- *Explore the social, cultural, and behavioral foundations of the human enterprise.*
- *Apply rational problem solving skills, communication techniques, and critical thinking skills to management of organizations.*

WRITING PROFICIENCY:

Appropriate writing skills of good grammar, appropriate punctuation, sentence structure, and paragraph development is expected in all written work, quizzes and exams. All research projects and cases must be cited in the APA style.

COURSE OVERVIEW:

Unit 1 – consist of the following:

- Read chapters 1-3 in the text.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - The “Bodacious” Success of Oprah p. 22
 - Answer the ‘end of case questions’ – Questions 1, 2 & 3.
 - The Sky’s the Limit at Lockheed Martin p. 48
 - Answer the ‘end of case questions’ – Question # 1 only.
 - UPS Delivers Diversity to Diverse World p. 77
 - Answer the ‘end of case questions’ – Questions 1, 2 & 3.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 2 – consist of the following:

- Read chapters 4-6 in the text
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - Valuing Employees at the World’s Largest Firm p. 109
 - Answer the ‘end of case questions’ – Questions 1, 2, & 3.
 - When Employees Are Owners p. 133.
 - Answer the ‘end of case questions’ – Questions 2 & 3 Only.
 - Organizational Behavior Case p. 159.
 - Answer the ‘end of case questions’ – Questions 2 & 3 Only.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 3 – consist of the following:

- Read chapters 7-9 in the text
- Read the following cases
 - Write a 1 page analysis of each of the cases, below.
 - Employee Participation at Chaparral Steel p. 183
 - Answer the ‘end of case questions’ – Questions 1 & 3 Only.
 - Rewarding the Hourly Workers. P. 215.
 - Answer the ‘end of case questions’ – Questions 2 & 3 Only
 - Over the Edge p. 241.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Take MIDTERM EXAM – Chapters, 1, 2, 3, 4, 5, 6, 7, 8 & 9

Unit 4 – consist of the following:

- Read chapters 10 -13 in the text.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - A Tale of Two Companies p. 275.

- Answer the ‘end of case questions’ – Questions 1 & 2 Only.
 - Using Groups to Get Things Done p. 307.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only.
 - None of Us Is as Smart as All of Us p. 334.
 - Answer the ‘end of case questions’ – Questions 1, 2, & 3
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 5 – consist of the following:

- Read chapters 14, 16 & 17 in the text.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - A Corporate Marriage Made in Heaven (Not!). P. 388
 - Answer the ‘end of case questions’ – Questions 1 & 3 Only
 - A Company’s Divided against Itself Cannot Stand p. 454.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only
 - Restructuring at Cisco. P. 486.
 - Answer the ‘end of case questions’ – Questions 1 & 2 Only
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Unit 6 – consist of the following:

- Read chapters 18 & 19.
- Read the following cases.
 - Write a 1 page analysis of each of the cases, below.
 - Microsoft: Cult or Culture? P. 516.
 - Answer the ‘end of case questions’ – Questions 2 & 3 Only.
 - Change of Direction at Schwab. P. 546.
 - Answer the ‘end of case questions’ – Questions 2 & 3 Only.
- Answer the “end of chapter Multiple Choice questions for each of the above chapters.

Take FINAL EXAM: Chapters 10, 11, 12, 13, 14, 16, 17, 18, & 19 (NOT chapter 15)

STUDY LESSON INFORMATION:

When studying for this course, the following is suggested:

- Read the first chapter of the lesson,
- Read the case assigned for that chapter and write the corresponding 1-2 page paper.
- Answer the end of chapter questions for this chapter,
- Move on to the next chapters and repeat the process
- After the above,
- **After each LESSON is complete submit your work to your instructor (mail or e-mail are fine for me jfatkins1@mmm.com).**

EXAMINATION INFORMATION:

There will be two Exams for this course. Each exam will consist of Multiple Choice (just like the end of chapter questions) and short essays on topics from within those lessons.

CHAPTER CASES:

There is no right or wrong answer to most cases. Read the case through once, just to get the flavor of it. Then re-read it. Use your knowledge of the chapter in which the case appears to help you answer it. If the case has questions use them to help guide some of your thinking. *Remember, many times in a case it's not what is written in the case that is the crucial issue. So think about the obvious questions that you as a business analyst might ask that don't appear to be addressed in the case.*

END OF CHAPTER QUESTIONS:

At the end of each lesson are some multiple-choice questions from each of the chapters. These questions are exactly like the ones you will see in the exams. Transfer your answer to the answer sheet in the syllabus, at the end of each lesson.

SUBMISSION OF LESSONS:

Please do not submit partial lessons. Due to the nature of the lesson grading and the difficulty to coordinate the many parts of a lesson, **submit only complete lessons.**

COMPOSITION OF GRADE:

Unit 1 – Consist of the following:

- Written Case Analysis for each of the following cases –
 - The “Bodacious” Success of Oprah (25 points)
 - Answer Questions 1-3 = (30 points)
 - The Sky’s the Limit at Lockheed Martin (25 points)
 - Answer Question 1 = (10 points)
 - UPS Delivers Diversity to Diverse World (25 points)
 - Answer Questions 1 -3 = (30 points)
- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL UNIT 1 POINTS = 175**

Unit 2 – consist of the following:

- Written Case Analysis for each of the following cases
 - Valuing Employees at the World’s Largest Firm (50 Points).
 - Answer Questions 1, 2, & 3. (30 Points)
 - When Employees Are Owners (50 Points).
 - Answer Questions 2 & 3 Only (20 Points).
 - Organizational Behavior Case (50 Points).
 - Answer Questions 2 & 3 Only (20 Points).

- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL UNIT 2 POINTS = 250 POINTS**

Unit 3 – consist of the following:

- Written Case Analysis for each of the following cases
 - Employee Participation at Chaparral Steel p. 183 (50 Points)
 - Answer Questions 1 & 3 Only (20 Points).
 - Rewarding the Hourly Workers. P. 215 (50 Points).
 - Answer Questions 2 & 3 Only (20 Points).
 - Over the Edge p. 241 (50 Points).
 - Answer Questions 1 & 2 Only (20 Points).
- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL POINTS FOR UNIT 3 = 240 POINTS**

MIDTERM EXAM – (450 points)

Unit 4 – consist of the following:

- Written Case Analysis for each of the following cases
 - A Tale of Two Companies p. 275 (50 Points).
 - Answer Questions 1 & 2 Only (20 Points).
 - Using Groups to Get Things Done p. 307 (50 Points).
 - Answer Questions 1 & 2 Only (20 Points).
 - None of Us Is as Smart as All of Us p. 334 (50 Points).
 - Answer Questions 1, 2, & 3 (30 Points)
- End of chapter Questions = 2 points each, 4 chapters of 5 questions each = (40 points)
- **TOTAL UNIT 4 POINTS = 250 POINTS**

Unit 5 – consist of the following:

- Written Case Analysis for each of the following cases
 - A Corporate Marriage Made in Heaven (Not!). P. 388 (50 Points)
 - Answer Questions 1 & 3 Only (20 Points)
 - A Company's Divided Against Itself Cannot Stand p. 454 (50 Points).
 - Answer Questions 1 & 2 Only (20 Points)
 - Restructuring at Cisco. P. 486 (50 Points).
 - Answer Questions 1 & 2 Only (20 Points)
- End of chapter Questions = 2 points each, 3 chapters of 5 questions each = (30 points)
- **TOTAL UNIT 5 POINTS = 240 POINTS**

Unit 6 – consist of the following:

- Written Case Analysis for each of the following cases
 - Microsoft: Cult or Culture? P. 516 (50 Points).
 - Answer Questions 2 & 3 Only (20 Points).
 - Change of Direction at Schwab. P. 546 (50 Points).
 - Answer Questions 2 & 3 Only (20 Points).
- End of chapter Questions = 2 points each, 2 chapters of 5 questions each = (20 points)

- **TOTAL UNIT 6 POINTS = 170 POINTS**

FINAL EXAM: (450 points).

CHEATING, ACADEMIC DISHONESTY AND PLAGIARISM:

Because cheating, academic dishonesty and plagiarism are affronts to the University community as a whole and a denial of the offender’s own integrity, they will not be tolerated. Cheating includes but is not limited to:

- the use of unauthorized books, notes or other sources in the giving or securing of help in an examination or other course assignments,
- the copying of other students’ work or allowing others to copy your work,
- the submission of work that is not your own or allowing others to submit your work as theirs,
- the submission of the same work for two or more classes without the approval of any instructors involved.

Academic dishonesty includes, but is not limited to:

- sharing academic materials knowing they will be used inappropriately,
- having access to another person’s work without permission,
- providing false or incomplete information on an academic document,
- changing student records without approval.

Plagiarism includes, but is not limited to:

- the presentation of another’s published or unpublished work as one’s own,
- taking words or ideas of another and either copying them or paraphrasing them without proper citation of the source,
- using charts, graphs, statistics or tables without proper citation.

Detected cheating, academic dishonesty, or plagiarism will result in consequences that may, at the instructor’s discretion, include course failure. In addition, an offender may be reported to the Senior Vice President for the Extended University, the Dean of the Extended University, or designee for possible disciplinary action, which may include suspension or dismissal from the University. Upper Iowa University may make use of various plagiarism detection services. Individuals, by enrolling in courses offered by the University, consent to submission by the University of course-related assignments to such services and the retention of a copy of such assignments by the service. Extended University Catalog 2004/05 page 85.

Grading

Unit 1:	175
Unit 2:	250
Unit 3:	240
Mid term Exam:	450 pts
Unit 4:	250
Unit 5:	240
Unit 6:	170
Final Exam:	450 pts
Total:	2225 pts

90-100 %= 2002-2225 = A
80- 89 %= 1780-2001 = B
70- 79 %= 1557-1779 = C
60- 69 %= 1335-1556 = D
<59 %= 1334 & below = F

UPPER IOWA UNIVERSITY USES A STANDARD GRADING SYSTEM: A, B, C, D, F, I, P, AW, U, AU, will be followed.

A = All work is excellent, shows exceptional understanding of materials; logical, clear, and insightful written and oral work, incorporates knowledge from other sources and moves easily to the next level of understanding, works well beyond minimum requirements.

B = Understanding material is good to very good, demonstrates good grasp of material, good oral and written skills, produces more than the minimum requirements, quality of all work is high.

C = Satisfactory understanding of the material, submits only the minimum requirements, communicates adequately in oral and written formats, displays an adequate understanding of all basic concepts.

D = Quality and quantity written and oral work is below average and barely acceptable.

F = Quality and quantity written and oral work is unacceptable.

ATTENDANCE:

Even though a student does not attend a regular classroom in the traditional sense and keep up with a set schedule of assignments, it should be pointed out how important it is to keep yourself on a regular timely schedule if possible to complete and send in units. It is too easy to set work aside and decide to do it later. Suddenly, the need to complete assignments and get them in by deadlines can become stressful and, at times, impossible. The key would be to set time aside on a regular basis and submit work in a timely manner.

LIBRARY RESOURCES:

As a student of Upper Iowa University, you have access to the resources of the Henderson-Wilder Library on the Fayette campus. If travel to the campus is not feasible, you can access the library through the University's website. For InfoTrac access information, please contact the library at library@uiu.edu.

WITHDRAWAL:

If you wish to withdraw prior to the last day of the enrollment period you must contact the External Degree office by phone or in writing. After your original six-month enrollment period you no longer have the option to withdraw from the course. You must finish the course or have a final grade assigned based on the coursework submitted.

SPECIAL NEEDS:

If you require accommodation for special needs, please provide documentation to: Director of External Degree.

This syllabus is tentative and subject to change.